

He Rautaki Toi ā Rohe o Whangārei

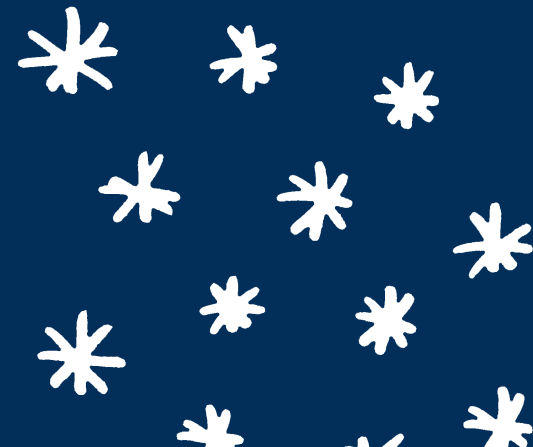
A strategy for arts, culture and heritage
in the Whangārei District 2019–2029

**CREATIVE
NORTHLAND**



OUR VISION

A **constantly innovative, creative community**, based on our unique **cultural heritage and landscape** that makes Whangārei a **vibrant, attractive and thriving district**.



Nau mai, piki mai, haere mai

He Rautaki Toi ā Rohe ō Whangārei represents the combined vision of Creative Northland, Whangārei District Council and the Creative Community; it is an exciting blueprint for a definite plan of action. The arts, culture and heritage sector is hugely important to our District; not only for the tangible economic gain but also for the intangible value that comes from having a well-supported artistic community.

This Strategy will help to build capacity for both our local arts and culture sector and touring artistic and cultural groups. It will help us to celebrate unique and authentic experiences, support Māori arts and culture and encourage innovation and entrepreneurship, all while building sustainable growth for our District.

Creative Northland has worked hard to produce a comprehensive, forward-thinking strategy that will impact positively on the arts, culture and heritage sector, and the wider community of our District. I congratulate those who participated in the public consultation. Your voices have been heard and this strategy comes as a combined result of your input and the wonderful partnership between Whangārei District Council and Creative Northland.



**Her Worship the Mayor,
Sheryl Mai**

Tēnā koutou katoa

A Strategy requires a lot of thought and input from many people, people who value the arts and understand their economic importance.

Creative Northland's research indicated that in the year ended March 2017, creative industries in Northland contributed \$92m towards Northland's total regional GDP of \$6,046m. Of this, 58% is generated in the Whangārei District.

These are significant numbers for Whangārei and Northland and yet there are many unaware of this major contribution to the local economy. Arts organisations always struggle finding adequate funding and yet we carry on.

Having said this, we do acknowledge the major support of Whangārei District Council, Foundation North and Creative New Zealand and the support of all other funders of the projects and research we do. Artists of all kinds have made their homes and pursued their creative dreams in Whangārei and Northland since the 1930s. It has never been easy existing on the fringes of awareness, which is why as the major arts advisory and advocacy agency in Whangārei and Northland, we have to carry on doing what we can and helping our creative sector grow. Given the many opportunities for the sector, this Strategy identifies where thinking suggests we need to focus to build awareness, acceptance and partnership.



**Dr Benjamin Pittman
Chair, Creative Northland**



OUR COMMITMENT

We pledge to **work together**, in the **spirit of openness and partnership** and **guided by our values**, to **achieve our shared vision** for arts, culture and heritage in the Whangārei district, for the **benefit of everyone** who lives, works and plays here.

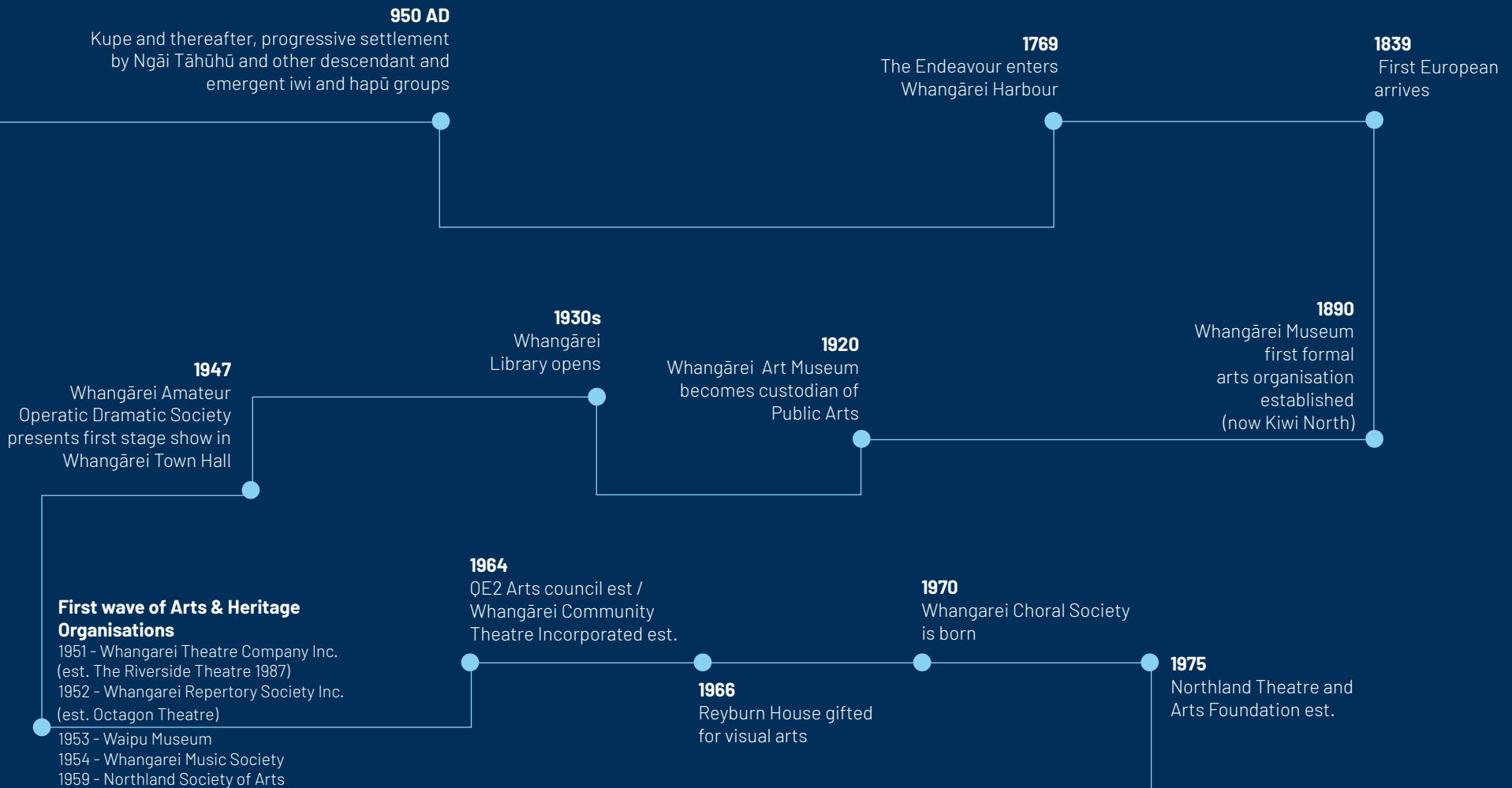




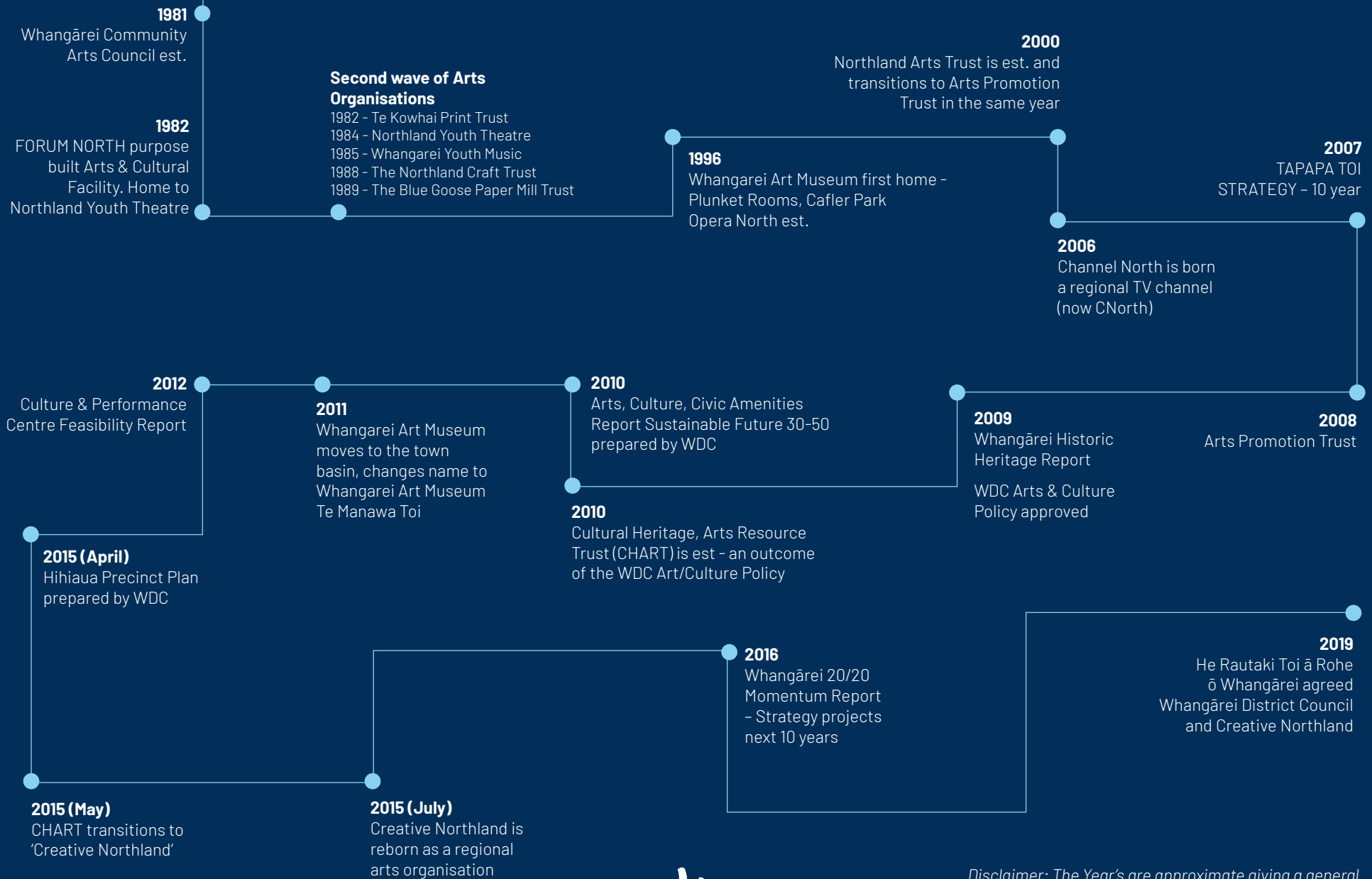


The path to where we are today

The timeline is a pathway of development for arts, culture and heritage in Whangārei: it does not show all key organisations or activities for the district.



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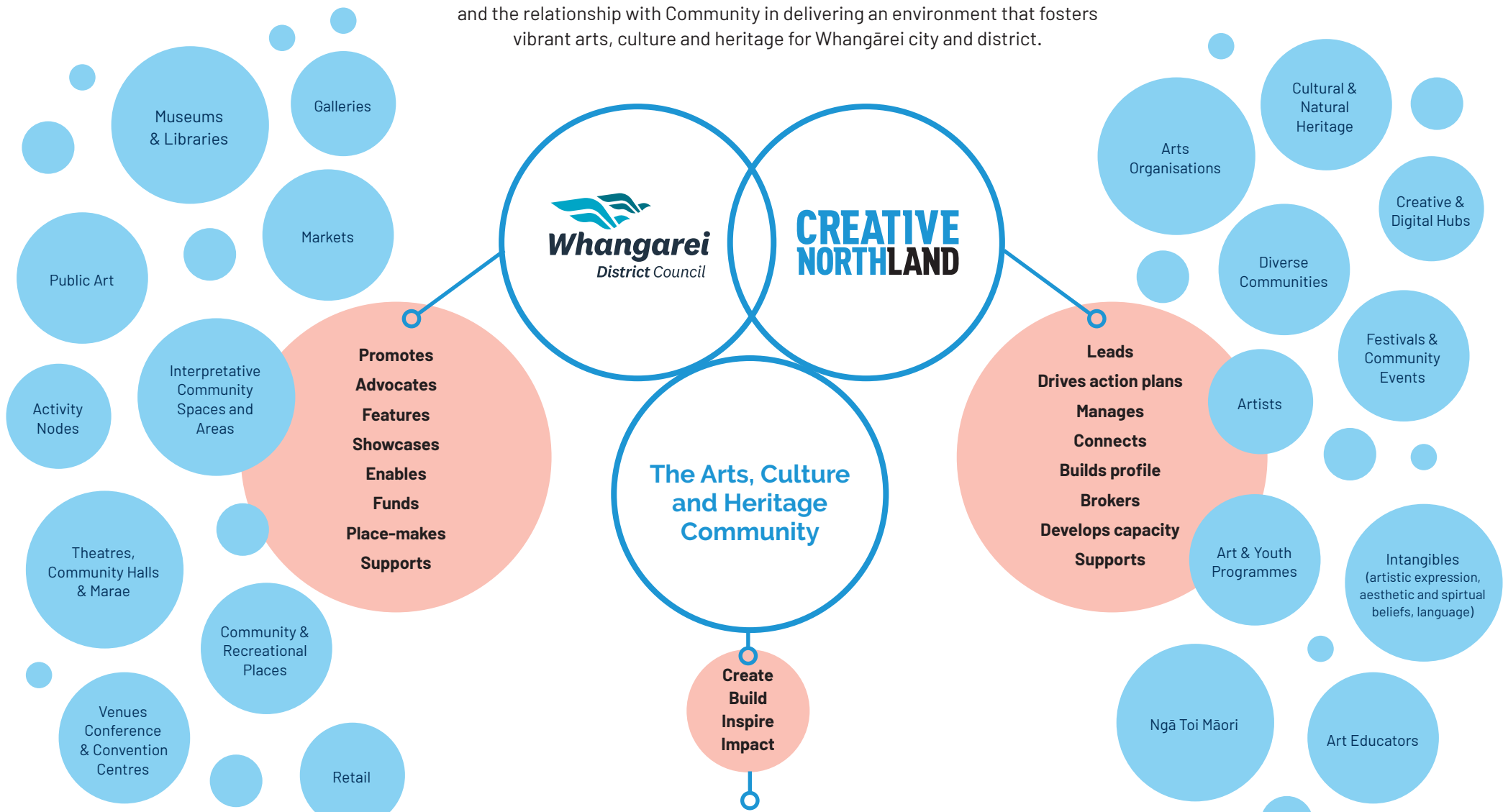


Disclaimer: The Year's are approximate giving a general overview and not a definitive history of arts, culture and heritage in the Whangārei District.



What does our creative community look like now?

The diagram creates the partnership between Council and Creative Northland and the relationship with Community in delivering an environment that fosters vibrant arts, culture and heritage for Whangārei city and district.



The wider Whangārei District community

Participate * Attend * Enjoy * Share



Photo: Diane Stoppard, supplied by WDC

What's our path for the next 10 years?

OUR VISION

What we want to see in 10 years' time

A constantly innovative, creative community, based on our unique cultural heritage and landscape, that makes Whangārei a vibrant, attractive and thriving district.

OUR GOALS

The difference we want our work to make

- More opportunities to access and participate in arts, culture and heritage
- Create clear developmental pathways within arts, culture and heritage
- Support more robust and appropriate infrastructure - both organisations and built spaces - for creation and presentation
- Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes
- Encourage and promote more investment into developing our creative people and places.
- Strengthen and build stronger links within the wider creative community and with other sectors.

OUR VALUES

The principles that will guide our work

- Mahi Tahi - Collaboration
- Manawaroa - Resilience
- Whakaaweawe - Effectiveness
- Āheitanga - Access
- Manawanui - Tolerance
- Aronga Whanaokē - Innovation
- Ngangahau - Vibrancy
- Pārekareka - Enjoyment

OUR MISSION

What's driving us to action

*Realising
Community
Creativity*



Photo: Mike Cameron supplied by Creative Northland

About our partnership

success



Photo: Kerry Marinkovich

The partnership between WDC and CN is important as both entities are committed to the development of the arts, culture and heritage sector in the region and both partners realise that the best way to ensure sustainable growth is to make a joint commitment with a deliverable action plan.

WDC plays a key role in the planning, development and support of arts, culture and heritage in the Whangārei District. The role it plays is overarching and multi-faceted but includes direct support of the arts through funding, development of community/civic facilities and delivery of community events.

CN is the leadership organisation funded by WDC and others in order to enable the arts to thrive in the Whangārei region. Some of the ways

it does this is through advocacy, relationship-building, collaboration, promotion and management of arts events, and mentoring and capability-building.

Both partners have a commitment towards ensuring this Strategy is implemented and their responsibilities are laid out in the Action Plan. As well, CN has annual business plans that will have a more detailed roadmap for each of the years of the Strategy.

Both partners are also committed to amplifying the value of local arts, culture and heritage with the resulting outcomes of building local confidence, local capability and local connections.

Additionally, in a recently passed law, Councils now have a legislative responsibility to promote the cultural well-being of their communities as part of the 4 well-beings: cultural, social, environmental and economic.

Arts, culture and heritage have a powerful contribution to make to that as well as the other three well-beings.

About this strategy

He Rautaki Toi ā Rohe ō Whangārei 2019-2029 provides a framework for the arts, culture and heritage sector in the Whangārei District.

The Whangārei District is defined as a territorial authority district in Northland which encompasses six wards. These cover Bream Bay in the south, Hikurangi-Coastal in the north, Mangakahia-Maungatapere to the west and Whangārei Heads to the east plus the two city wards of Okara and Denby. The district population in June 2018 was 91,400.

The Strategy is created through a partnership between Whangārei District Council (WDC) and Creative Northland (CN) and it sets out a vision of what the partners want to achieve and how to get there with the community.



The purpose of the Strategy is to support innovation, bring new ideas into the public domain, challenge the status quo, foster partnerships and collaboration across boundaries, and ensure creative relevance on a national and international stage.

This framework is vital because it sets out priorities for decision-making which will help the arts, culture and heritage sector to grow in a deliberate and planned way alongside the predicted population growth in the city and surrounds.

As it is a 10-year Strategy, WDC and CN share a commitment to revisit

and update it in 5 years. The Action Plan that sits alongside the Strategy will also be updated regularly as the sector grows and develops.

There is also a commitment to investigate other future partners and funders to join in ensuring that the sector develops in the most sustainable way possible.

When a multi-stakeholder partnership is developed, the arts, culture and heritage sector in the Whangārei District will flourish.

Our vision

A constantly innovative, creative community, based on our unique cultural heritage and landscape that makes Whangārei a vibrant, attractive and thriving district.

Our vision for Whangārei is to be a city and region where arts, culture and heritage are integrated, thriving and culturally diverse.

This will involve an acknowledgement of the shared history between tangata whenua and tauwi which gives us a unique cultural heritage and takes into account our dramatic and beautiful landscape.

The place of Ngā Toi Māori (Māori arts) is integral to the ongoing development of arts, culture and heritage in the Whangārei District and is implicit in every Goal and Action in the Strategy.

We are a community of innovative and creative people who are supported as artists, practitioners, participants, organisations and audiences. This includes supporting our migrant and refugee communities to strengthen and present their arts and cultures.

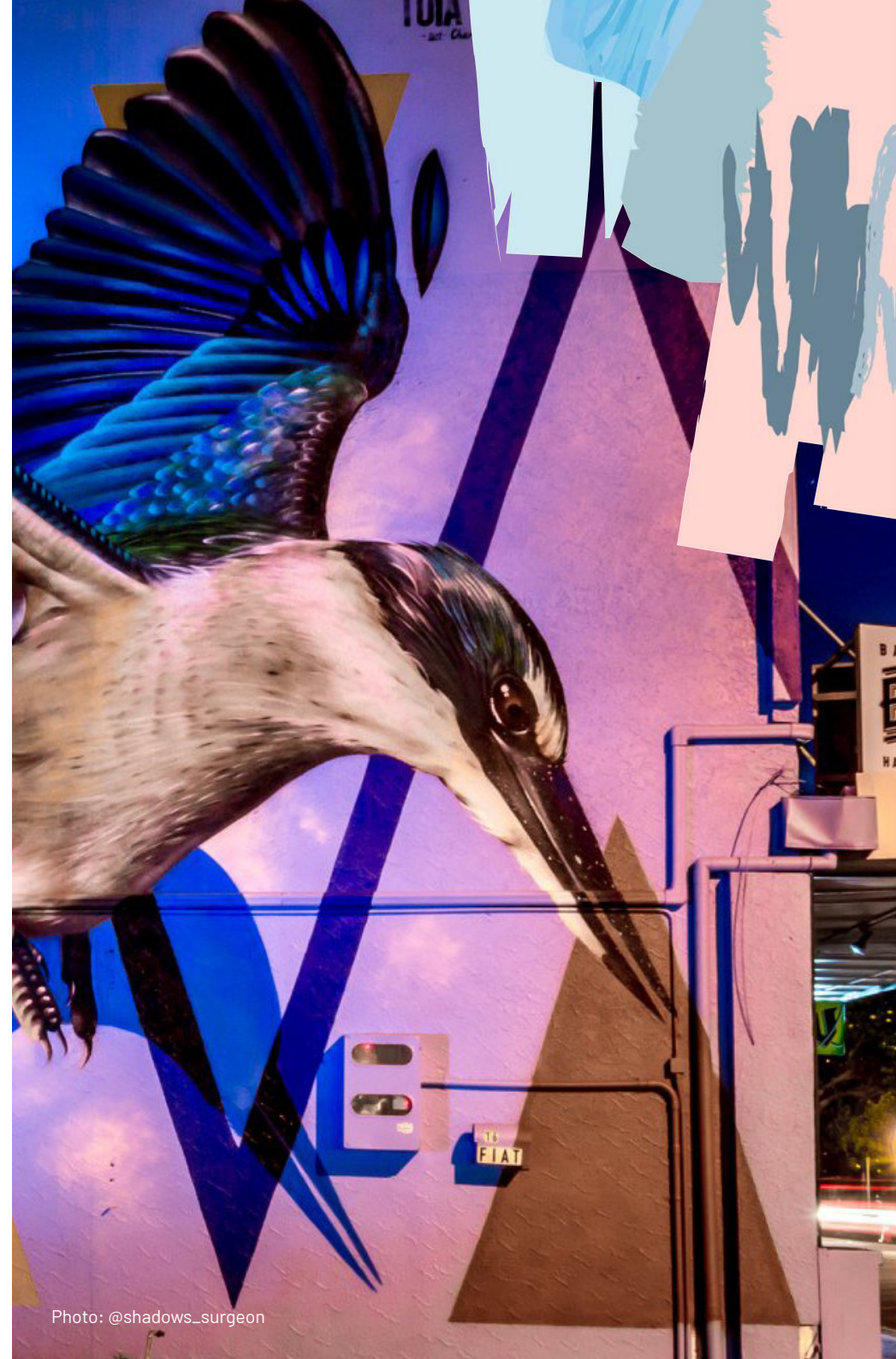


Photo: @shadows_surgeon



Our goals *success*

Six goals have been identified to help achieve our Vision and realise our Strategy. These are shared goals between the core two partners and as more partners are encouraged to come on board, we hope to share more broadly the delivery of them.

It is important for a thriving Sector that we grow the pie - that we get more investment into the sector and that instead of seeing it as competition for resources, money and people, we work together for the benefit of the whole district.

More detail is in the action plan.

1. More opportunities to access and participate in arts, culture and heritage

- Grow the range of offerings (activities) and increase the access and participation rates in our diverse communities.
- Develop an arts, culture and heritage communications strategy.
- Encourage and promote Ngā toi Māori (Māori arts).

2. Create clear developmental pathways within arts, culture and heritage

- Identify, nurture and develop talent from an early age.
- Identify programmes particularly with tertiary providers and organisations for older youth with a view to providing pathways for continuing

opportunities in the sector.

- Develop an annual programme of professional development for artists, practitioners and organisations including mid-career and senior creatives.

3. Support more robust and appropriate infrastructure - both organisations and built spaces - for creation and presentation

- Develop sustainable creative & cultural facilities.
- Be part of any consultation on urban design to ensure arts, culture & heritage strategies are in place.
- Enhancing and supporting art in public spaces and community place-making.

4. Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes

- Advocate for the importance of arts, culture and heritage in our community.
- Use research to better articulate the true and full value of the arts, particularly for the four community well-beings.
- Work with partners, both private and public, to promote the value of arts to the local and wider economy.

5. Encourage and promote more investment into developing our creative people and places

- Work towards increased investment in arts, culture and heritage from local and central government.
- Work with business, philanthropists and Foundations/Trusts so they see the value of investing into arts and culture.
- Work alongside the creative sector so that enterprising projects are valued, promoted and further developed.

6. Strengthen and build stronger links within the wider creative community and with other sectors

- Connect people to each other within the creative sector.
- Articulate the value of the creative sector so that it becomes more integrated.
- Facilitate connections between the creative sector and other sectors such as health, education, and the environment.

Kaupapa Toi - Guiding Principles

Kaupapa Toi is about uplifting the mana of the people. We take pride in our work and the value culture brings to all people. We put communities at the heart of what we do, respecting individual differences and knowledge to make a difference

Whanaungatanga: We stress family values of togetherness and co-operation for creative development

Mana: We foster shared respect with, to and for all creatives

Aroha: We encourage a spirit of love and embracing support for the creative community





Ngā Uara Ahurea - Our Values

Values are often seen as nice words and platitudes, however, they can add meaning and dimension to plans and actions. In this case, many of us have long and strong links to Whangārei city and district. The Acronym 'Creative' expresses our values, our purposes and intentions.

These values describe the behaviours and actions the arts, culture and heritage sector, our partners and the people of Whangārei District can expect as we work with them to create our vision.

Mahi Tahī - Collaboration: We work together

Manawaroa - Resilience: We stand together

Whakaaweawe - Effectiveness: We share a common sense of purpose

Āheitanga - Access: We believe in open access to the arts

Manawanui - Tolerance: We encourage open-mindedness

Aronga Whanaokē - Innovation: We encourage creativity and new ideas

Ngangahau - Vibrancy: We support exciting, great art

Pārekareka - Enjoyment: We encourage fun



OUR MISSION

Realising community creativity

The Strategy aims to build on the region's artistic, cultural and heritage strengths and sets a path towards realising the ways in which creative engagement achieves core cultural, social, economic and environmental benefits for the Whangārei District.

Arts, culture and heritage encompass professional and community activities, including creative (artistic work), technology and knowledge-based industries.

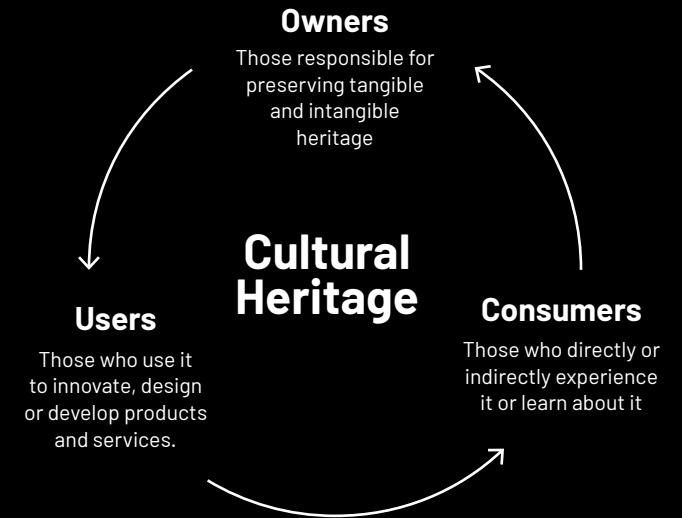
Whangārei has experienced rapid population growth over the past decade. With this comes increased cultural diversity and a growing demand for characteristics of a vibrant city. Our communities want access to creative spaces and activities both as audiences and participants. They want to express their culture through all aspects of creativity.

What is meant by arts, culture and heritage is:

Culture – is our identity (owners)

Arts – is the expression of our identity (users)

Heritage – is the history of our identity (consumers)



What happens next?

He Rautaki Toi ā Rohe o Whangārei strategy and action plan integrates arts, culture and heritage into our everyday lives and creates a culturally rich and creative Whangareī. During the 10 years (2019 - 2029) we will need to respond to continued growth, changing demographics and increasing international competitiveness in the creative sector. To do this and make the most of opportunities, the Strategy and Action Plan sets out a vision, goals, objectives and time-frame and the steps to review, refine and report on arts, culture and heritage in Whangārei.

- 2019**Strategy and Action Plan adopted
- 2019**The roll-out of the Strategy will begin
- 2019-2020**.....Process begins to create Culture Policy for Council
- 2020-2022**.....Regular reporting against Action Plan
- 2022**Update of Action Plan
- 2022-2025**.....Regular reporting against Action Plan
- 2025**Revisit Strategy (halfway point)
- 2025**Review Action Plan and update
- 2028**Begin Process to Review Arts & Culture Policy
- 2029**Public Consultation to review impact of Arts, Culture, Heritage Strategy



How we developed this strategy

This Strategy was developed using information gathered from the following methods and was developed over an 18-month time-frame with initial work beginning in November 2017 and the first hui held in March 2018:

- Public consultation - hui held in Whangārei and Waipu.
- On-line survey.
- 1-1 meetings with artists and representatives from arts organisations.
- Focus groups on individual artforms.
- A review of Tapapa Toi Strategy 2007.
- A review of WDC council policies and plans.
- Specific Whangārei and Northland research carried out as part of Creative New Zealand's 3-yearly 'New Zealanders and the Arts' report. Also, research using 'Valuing the Creative Industries' in partnership with Northland Regional Council.
- Workshop with WDC Councillors.
- Facilitated strategic planning session by Creative New Zealand with Whangārei District Council Community Development Officers and the Creative Northland Board.
- WDC submissions were requested and received on the Draft Strategy. Most of this material including outcomes of two feedback sessions were included in the final document.

Public consultation highlighted the value of the arts to the people of Whangārei. Some key themes were:

- The importance of telling 'our' stories.
- The special place of Māori in the region and the need for Māori to be at the heart of planning and decision-making for arts, culture and heritage and for Ngā Toi Māori to be front and centre in the Whangārei District.
- More resources are needed including hard infrastructure, capability programmes and better use of digital platforms.
- A need to create further opportunities and engagement for young people.
- A recognition of the knowledge base within specific communities and how that could be best shared.
- Leadership needed from Creative Northland and Whangārei District Council.
- A call for an advocacy group to champion the value of the arts.
- Better communications around the benefits of the arts to the local economy and to the sense of community well-being the arts bring.

The following plans reflect considerable community and stakeholder input and prepared the foundation for He Rautaki Toi a Rohe o Whangārei.

- 30 50 Whangārei Growth Strategy. Part B: Section 3 to 5 Sustainable Society, Sustainable culture and Sustainable Infrastructure
- Arts, culture and civic amenities 2010 - sustainable Futures 30 50
- Whangārei District Heritage report 2009 - sustainable Futures 30 50
- Sense of Place 2009 - urban design, amenity, local character and heritage - sustainable Futures 30 50
- Ethnic Diversity of the Whangārei District 2009 - sustainable Futures 30 50
- Whangārei 20/20 Momentum - Strategic projects for the next 10 years
- Whangārei City Centre Plan 2017
- Jewel of the City Reports, 2015, 2016, 2017
- Hihiaua Precinct Plan
- Weekend and Night Time Economy Strategy 2014.

There was high interest in the development of the Strategy with several hundred people participating in hui, focus groups and surveys.



ACTION PLAN:

What's **our**
path for the
next **10 years?**





About this action plan

How do we achieve our goals?

Six goals and eighteen objectives have been identified and while these provide the framework for the next ten years, the immediate focus is on the next three years and what can be achieved between now and 2022.

This Action Plan details what will happen, when it will happen and who will take responsibility for it. It is expected that the Action Plan will be a 'living document' which can be updated as and when needed. For example, updates will occur when actions are progressed and new initiatives identified or when new partners come on board. This is therefore conceived as a dynamic living document, able to be adapted and added to, as required. This is also very much in keeping with the growing vitality of the creative sector in Whangārei.

Creative Northland will take responsibility for and hold the more detailed version of the implementation framework that sets out the various organisations and mechanisms that are

leading, enabling, contributing, delivering or supporting actions. This framework will have targets and metrics in place to measure progress. The timeframe for each action will follow from July to June but interim reporting can also take place. Creative Northland will also have an annual Business Plan that contains more detail about specific actions.

It is also important to note that the goals and objectives in the Action plan have crossover points and are not mutually exclusive. For example, Ngā Toi Māori and Advocacy is something that will take place under every goal.

A focus on funding and expanding funding options and sources is also critical as the plan has a major focus on capability building and networking through developing sustainable alliances and partnerships, locally, nationally and internationally.

This plan will be updated by:

30 June 2022 & 30 June 2025



Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2019–June 2020	July 2020–June 2021	July 2021–June 2022		
1. More opportunities to access and participate in arts, culture and heritage	Goal 1 focuses on increasing access and participation for a diverse range of communities and people. It also focuses on providing more creative opportunities/ activities and about communicating clearly about what is available. Goal 1 places a particular emphasis on supporting and promoting Ngā Toi Māori.	1	Grow the range of offerings (activities) and increase the access and participation rates in our diverse communities.	Map all events and programmes related to arts, culture and heritage within the Whangārei District and note any perceived gaps.	Using the data gathered, work with groups including Northtec, Arts Access Aotearoa, Coalition of Northland Creative Professionals, Positive Ageing Advisory Group, Kiwi North, community centres and others to inform future programming and planning decisions.	Carry out a survey to map increases in access and participation. Profile creative and cultural icons from diverse cultures.	A tool to foster creative placemaking through capturing the broad range of arts, culture and heritage activities. A Coordinated district events calendar. <i>Arts, heritage and cultural groups</i>	Creative Northland
		2	Develop an arts, culture and heritage communications strategy.	Consult and work with artists, practitioners, WDC, Northtec and others to develop the communications strategy.	Implement the strategy to ensure the community is fully aware of and engaged with what is happening in the wider Whangārei District.	Carry out a survey to assess how well the communications strategy is delivering. Refine if necessary to ensure future planning is informed by community feedback.	All communities have both formal and informal arts and cultural activities. We believe that mapping them along with other data can assist in the decision-making necessary for making communities vibrant and sustainable. <i>Arts, heritage and cultural groups. All Local Media Groups</i>	Whangārei District Council and Creative Northland
		3	Encourage and promote Ngā Toi Māori (Māori arts).	Support development and awareness of Ngā Toi Māori through forming strategic relationships with hapū groups and Māori arts and cultural organisations and practitioners	Encourage and support participation and access to marae arts programmes through funding marae-based creative arts programmes and events.	Celebrate Māori arts and culture as a point of unique difference and identity within the Whangārei district cooperatively through planning supporting and promoting events and activities, planned in consultation and partnership with allied Māori groups.	Sourcing investment into Māori history, traditions and beliefs, through to contemporary Māori art at local galleries, walking tours, early colonial architecture to sacred Māori historical sites. <i>Te Puni Kokiri, Toi Ngapuhi, Toi Iho, Toi Māori Aotearoa Creative NZ, Hapu arts strategies (e.g. Te Parawhau, Ngati Kahu o Torongare, Ngati Hau, Ngati Wai, Te Waiariki, Te Uriohau), Wairau Māori Art Gallery, Te Tai Tokerau Māori Art collective, Hihiaua Cultural Centre</i>	Creative Northland supported by Whangārei District Council

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022		
2. Create clear developmental pathways within arts, culture and heritage	Goal 2 focuses on providing developmental pathways for people (with a special emphasis on youth) into arts and culture and heritage. Opportunities could be provided at an early age and then pathways developed and supported by way of capability programmes. These pathways would encompass all stages and groups: the young and emerging, mid-career, senior, community arts, professional arts and Ngā Toi Māori.	4	Identify, nurture and develop talent from an early age.	Map current arts, culture and heritage education programmes for the young in order to nurture and develop talent from an early age.	Put out a call for mentors and advocates and link with identified 'talent' through weekend and holiday programmes. Develop and encourage a "give back" programme where those who have benefitted, contribute time and skills back to new attendees.	Review results and continue to identify talent and mentors and evaluate the benefits of programmes for future and further development.	Collecting data from schools, wananga and creatives running young people's programmes. <i>Ministry of Education, Ministry of Youth Development, CNZ, Private training providers, Whangārei District Schools and wider</i>	Creative Northland
		5	Identify programmes particularly with tertiary providers and organisations for older youth with a view to providing pathways for continuing opportunities in the sector.	Survey providers of youth arts, culture and heritage programmes in the region	Provide programmes to develop and support capability for the providers of youth programmes and to build capability in young people. Continue events such as the annual Northland Youth Summit.	Audit progress, identify further gaps and continue with capability building programmes for young people..	Inspiring, encouraging young creatives to see career potential for themselves within the creative arts sectors. <i>Funders of youth-focused programme, Ministry of Youth Development, Creative NZ, Whangārei, Youth Spaces, Northland Youth Theatre, OneOneSix, Whangārei Arts, Dance and Performance Academy, NorthTec, Te Wananga o Aotearoa Schools, Whangārei district schools and wider</i>	Creative Northland
		6	Develop an annual programme of professional development for artists, practitioners and organisations including mid-career and senior creatives.	Carry out a needs analysis with arts, culture and heritage creatives and stakeholders to assess priorities and gaps for capability building.	Create a plan and implement it starting with the highest priorities of need.	Review results with stakeholders using surveys that link to the communications strategy. Continue with capability building priorities.	Generating business and employment opportunities to boost the creative economy. <i>NorthTec, Te Wananga o Aotearoa, Arts Access Aotearoa, Northland Inc.</i>	Creative Northland

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022		
3. Support more robust and appropriate infrastructure - both organisations and built spaces - for creation and presentation	Goal 3 focuses on the design and infrastructure that is needed in Whangārei if arts, culture and heritage are to thrive. Infrastructure refers to both hard infrastructure (building and community spaces) and soft infrastructure such as having the right people in place.	7	Develop sustainable creative & cultural facilities.	List current arts, culture and heritage facilities and spaces across the district. Identify gaps - areas currently poorly served by creative arts facilities and without easy access to such facilities.	Seek funding to develop facilities and spaces to address community needs. Such facilities could have a multi-function capability and therefore attract diverse funding streams.	Implement ways to sustain infrastructure (built and otherwise) to further develop the arts and arts access by the community and visitors.	An informed framework for planning arts and cultural facilities from local and regional government. <i>Ministry of Culture and Heritage, Heritage NZ, DIA / Lotteries, Foundation North</i>	Whangārei District Council supported by Creative Northland
		8	Be part of any consultation on urban design to ensure arts, culture & heritage strategies are in place.	In consultation, be part of creating a vision and plan for spaces and places for art, culture and heritage in Whangārei. The bi-annual Sculpture Symposium provides many options for sourcing works.	Seek to embed a philosophy of thinking broadly about arts, culture and heritage strategies across all facets of new development in Whangārei through participation in and alliances for proposed developments in local buildings, parks and amenities. Investigate ways of creative a stronger arts hub within the central city, potentially using empty buildings and/or open spaces. Discuss with creatives such as Gap Filler from Christchurch.	Ensure future urban design in Whangārei has arts, culture and heritage spokespeople as part of the design teams/ Committees. Budgeted local government funds to promote a bi-annual sculpture or installation competition.	Local Developers encouraged to include public artworks in design plans <i>Te Parawhau and other hapu, Ngati Kahu o Torangare, Ngati Hau, Ngati Wai, Te Waiariki, Te Uriohau) Coalition of Creative Northland Professionals, Other professional arts groups</i>	Whangārei District Council and Creative Northland
		9	Enhancing and supporting art in public spaces and community place-making.	Set goals for enhancing art in public places so that after three years, there is an overall increase in quantity and quality. This involves planning participation detailed above.	Invest in and support new practitioners who are able to create art in community spaces. Spaces could also be identified in vacant buildings, parks, marae and other community facilities.	Assess progress and refresh the vision for art in public and community spaces.	Groups active in cultural, historical and creative activities. Creatives from other cities/towns who have restored art to public places and town centres. <i>Whangārei District parks and planning staff, Te Parawhau and other hapu (e.g. Ngati Kahu o Torangare, Ngati Hau, Ngati Wai, Te Waiariki, Te Uriohau)</i>	Whangārei District Council and Creative Northland

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
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4. Promote greater understanding and awareness of the value and difference the arts, culture and heritage sector makes	Goal 4 focuses on advocacy, the importance of arts, culture and heritage, generating research or data, case studies we gather - create the story of the value of the arts so that they are recognised as an essential part of our lives.	10	Advocate for the importance of arts, culture and heritage in our community.	Establish and support a creative sector advocacy group that has broad representation.	Build a strong brand presence and identity through regular meetings with WDC, local iwi, local Trusts, Northtec, CNZ, Foundation North and others.	Develop a Whangārei arts and culture brand/statement for use to promote the arts across the Whangārei rohe.	Showing how the creative economy contributes to Whangārei economic, cultural and social well-being. <i>Creative NZ, Ministry of Culture and Heritage, Toi Māori, Northland Inc., Northland Chambers of Commerce</i>	Creative Northland and Whangārei District Council
		11	Use research to better articulate the true and full value of the arts, particularly for the four community well-beings.	Commit financial and personnel resources to be part of the ongoing research that Creative New Zealand, Ministry of Culture and Heritage and other agencies carry out on the benefits of the arts.	Use research effectively to target and enhance art, culture and heritage activity in the local sector.	Demonstrate links between the sector and the 4 community well-beings by celebrating success stories from the Whangārei arts sector.	Source, develop new research to validate, support artists and the arts community to coordinate activities, promote their work, encourage cooperation, and share information. <i>Educational Institutes</i>	Creative Northland and Whangārei District Council
		12	Work with partners, both private and public, to promote the value of the arts to the local and wider economy.	Link key agencies and partners such as Creative New Zealand and Foundation North so that a strong and united front can assist with advocacy.	Facilitate the General Manager and staff of CN to represent and showcase arts and culture groups, practitioners and events at local, national and international forums.	Recognise and include additional partners as the brand and awareness develop.	Talk about the value of the arts to Whangārei so people are more likely to support the arts in all its forms. <i>Te Parawhau, Whangārei District hapu groups (Ngati Kahu o Torongare, Ngati Hau, Ngati Wai, Te Waiariki, Te Uriohau), Whangārei Art Organisations, Coalition of Northland Creative Professionals, Creative NZ</i>	Creative Northland and Whangārei District Council

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022		
5. Encourage and promote more investment into developing our creative people and places.	Goal 5 focuses on increasing investment into arts, culture and heritage.	13	Work towards increased investment in arts, culture and heritage from local and central government.	Work with CNZ, and local government to articulate the needs of the sector with particular focus on funding and other support requests. Use attendance numbers and research/ consultative data to support funding needs and requests.	Programme regular funding hui with identified partners.	Align with creative networks both nationally and internationally so that there are increased opportunities for capability-building and professional development. This includes symposiums, workshops and internship exchanges.	Better investment by government, philanthropists and business. <i>Creative NZ Arts Foundation, Crowdfunding platforms British Council, Arts and cultural arms of embassies and high commissions based in New Zealand</i>	Creative Northland supported by Whangārei District Council
		14	Work with business, philanthropists and Foundations/ Trusts so they see the value of investing into arts and culture	Develop an investment implementation plan with a framework for decision-making. Assess current sector investment and look at future needs and gaps.	Build the profile of arts, culture and heritage by meeting with local and regional Foundations and Trusts and form strong relationships with them.	Encourage, promote and train creatives to sit on the Boards of Trusts, Foundations and other planning bodies, for the benefit of the arts.	A targeted plan to address investing in the sector issues in Whangārei for some organisations and assess needs and support where able. <i>Northland Chambers of Commerce, Foundation North, Northland Community Foundation, Tindall Foundation, All government agencies</i>	Creative Northland
		15	Work alongside the creative sector so that enterprising projects are valued, promoted and further developed.	Broaden the reach of the creative community within Whangārei by focusing on particular identified areas of need. The first action is to establish a film office to be based in Whangārei.	Facilitate the development of a strategy for the performing arts with specific goals for theatre, dance and music and investigate ways in which to enhance the creative technologies in Whangārei.	Reassess how the strategies are going for film, theatre, dance, music and creative technologies and assist groups to set priorities for other art forms. This will encourage community thinking to see the arts as diverse but dynamic and complementary.	Resource skilled creative entrepreneurs to lead the development. <i>Coalition of Northland Creative Professionals, Ministry of Business, Innovation, Employment, Creative NZ, NZ Film Commission, Film Auckland, Northland Inc., Northland Chambers of Commerce</i>	Creative Northland

Goals	Focus	What are we going to do?		When will it happen?			Triggers and Partners	Who's responsible?
		#	Action	July 2019-June 2020	July 2020-June 2021	July 2021-June 2022		
6. Strengthen and build stronger links within the wider creative community and with other sectors.	Goal 6 focuses on creating a strong, interconnected and vibrant arts, heritage and cultural sector.	16	Connect people to each other within the creative sector	Support the growth of the arts and cultural knowledge base by facilitating regular consultative feedback and forward planning hui with the arts and cultural community, perhaps on a monthly or quarterly basis and hosted by Creative Northland. This could also be the basis of a multi-arts consultative body.	Ensure that the growing community of creatives have links to the wider creative community in Aotearoa through knowledge of professional development opportunities and availability of online resources.	Evaluate how well the connections within the sector are going/developing by holding hui and surveying the sector.	Better communications, transparency and building trust. <i>Coalition of Northland Creative Professionals, Kiwi North, Whangārei Art Museum, Prosper North, Pioneer Packard Museum, Reyburn House, Quarry Arts Centre, Te Kowhai Print, The Paper Mill, OneOneSix, Northland Youth Theatre, Whangārei Theatre, The Octagon, Hihiaua Cultural Centre, Whangārei Youth Music, Opera North, Whangārei Choral Society, Whangārei Film Society, CNorth, NorthTec and others to be identified</i>	Creative Northland and Whangārei District Council
		17	Articulate the value of the creative sector so that it becomes more integrated	Support and encourage the creative sector to collaborate and promote themselves as vital not only to the growth of the local economy but to all of the 4 well-beings. Commission research related to the ongoing impacts and significance of the creative arts/heritage to the overall Whangārei District economy, thereby proving their worth and major contribution economically and socially.	Develop stronger consultative relationships with local and national media to better promote arts, culture and heritage activities happening within the region. This includes regular newsletter and events e-mailing lists. See earlier Comms Plan.	Nominate creative champions; local people made good who will strongly advocate for the value of the arts in Whangārei. These people can be living locally, nationally or internationally.	Working together with the arts, culture and heritage sector to make a case for the arts. The peoples and groups we want to influence (audience) and key points as to why arts matters (messages), who can help (allies). <i>Central and local government agencies, health, education and social services, Tertiary institutes and others⁵</i>	Creative Northland
		18	Facilitate connections between the creative sector and other sectors such as health, education, and the environment	Facilitate an initial meeting between leaders of organisations within other sectors to investigate how the arts, culture and heritage sector can work with others to contribute to life in the Whangārei District.	Connect in with the ongoing work of ¹ Track Zero and the arts and health network, ² Te Ora Auaha, in New Zealand to identify how that work and other sector such as Enable Northland work can effect change in the Whangārei district rohe.	Implement recommendations from Track Zero, Te Ora Auaha, Enable Northland and other sector groups and assess results.	Research & joint initiatives to validate the four wellbeings of arts across sectors. <i>Northland Regional Council, Manaia Health PHD, Ngati Hine Health Trust, Mental Health Foundation, Arts Access Aotearoa, Northtec, Northland DHB, Te Roopu Kimiora and others to be identified</i>	Creative Northland supported by Whangārei District Council

¹<http://www.trackzero.nz/>

²<https://creativewellbeingnz.org/>

³CNZ Advocacy Strategy 2016-2021

Definitions:

- **Arts** includes engagement with community arts, craft/object, dance, digital technologies, film, inter-arts, literature, festivals, music, Ngā Toi Māori, Pacific arts, theatre and visual arts. It includes attending the arts live, creative participation in the arts, engaging on-line and such things as listening to music and reading books.
- **Creativity** is a capacity to generate new ideas, new ways of thinking, new patterns of behaviour and new combinations of action. Creativity is not limited to the arts, culture and heritage sector - it encompasses all sectors.
- **Creative economy** is based on people's use of their creative imagination to increase an idea's value.
- **Creative industries** refers to product and services, experiences and can include film/video/screen production, digital technologies, screen, visual arts, music, architecture, design, fashion, culinary arts, publishing and textiles.
- **Culture** refers to the ideas, customs, and social behaviour of a particular people or society.
- **Cultural facility** is a space that is open to the public that provides cultural services and facilities including, but not limited to, museums, cultural centers, historical societies, and libraries operated by a public, private, or nonprofit organisation.
- **Cultural Heritage** is an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values.
- **Heritage** is an integral component to arts and culture, defined as 'for all communities to have easy access to cultural experiences', recognising the value of heritage and its importance to our national identity.
- **Intangible Heritage** means the practices, representations, expressions, knowledge, skills - as well as the instruments, objects, artifacts and cultural spaces associated therewith - that communities, groups and, in some cases, individuals recognize as part of their cultural heritage.
- **Tangible Heritage** includes buildings and historic places, monuments, artifacts, etc. which are considered worthy of preservation for the future. These include objects significant to the archaeology, architecture, science or technology of a specific culture.

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